LEADING A CULTURE OF ENGAGEMENT: The 4Cs OF PUBLIC INVOLVEMENT

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I.

INTRODUCTION

Quick Pop Quiz

- Six questions
  - Who is the public?
  - Whose job is it to engage the public?
  - Why should your district engage the public?
  - When should your district engage the public?
  - List 5 ways to engage the public.
  - What are the 4 C’s?

II.

SITUATIONAL AWARNESS

Public Perception Affects Military Operations

- *"EPA orders further training restrictions and cleanup at Camp Edwards"*
  – EPA Press Release, April 1997
- *"Makua loss strains Army"*
  – Honolulu Advertiser, Jan 31, 2000
- *"Big Island Residents Protest Stryker"*
  – Honolulu Advertiser, Nov. 7, 2003
- *"Federal Officials Set Aside Worries Over Desert Tortoise, Rare Plant"*
  – Los Angeles Times, March 26, 2004
- "Judge grounds Navy's plans"
  – Outer Banks Sentinel, April 2004

Public Involvement

The Big-Picture Situation

- The Army faces the challenge of providing consistent, well-coordinated environmental information in an age of instant messaging and electronic networking.
- There are no “local news” stories for environme

Our Concept of "Public" Has Changed

Who Gets Involved Has Changed

The Army must now work with both:

Communities of Place: Neighbors and local stakeholders

Communities of Interest: National and regional organizations and individuals who claim a "stake" in the process

Sierra Club

The Nature Conservancy
SAVING THE LAST GREAT PLACES ON EARTH

NRDC

NGO's – The new rule makers in ESOH

- **Why?**
  - **Downsized government under Reagan**
  - **Corporate governance failures**
  - **Europe and Japan – leading the way**
    - **Flat Earth Syndrome**
    - **Widely acclaimed successes**
- **Exponential Growth –**
  - **1980 - 12,500**
  - **2000 - 45,000**
  - **2005 - 60,000**

How We Communicate Has Changed

- 1998 – Most public comment received by Dept. of Agriculture on any one issue– 8,000

- 1999 – 275,000 comments *almost all via e-mail*

It’s Always About People

“Environmental issues are human issues.”

Bjorn Gunnarsson

Johns Hopkins University

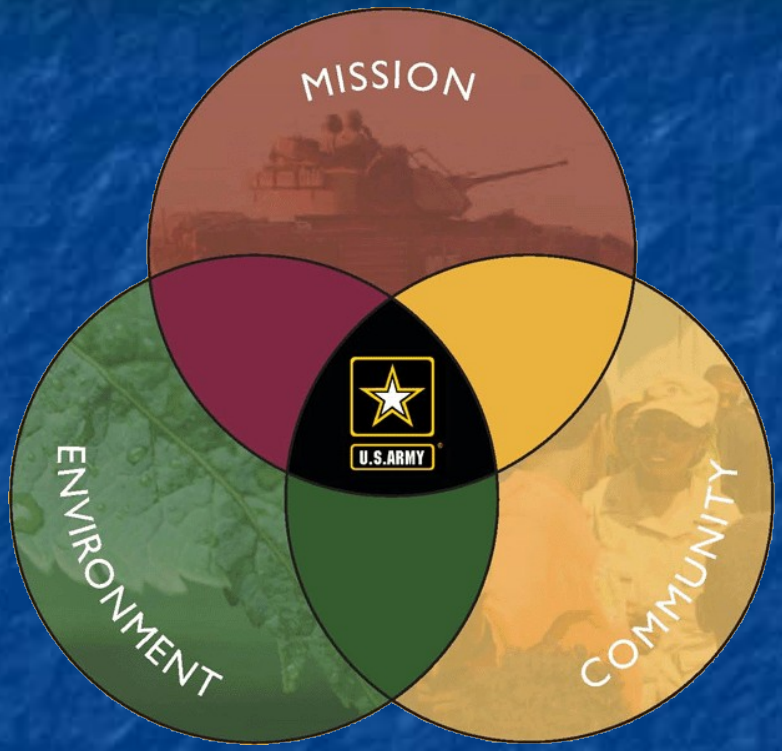
Baker’s Theorem:

It’s never just about the environment

III.

OVERVIEW OF STRATEGY FOR THE ENVIRONMENT

The Triple Bottom Line



"We must strive to become systems thinkers if we are to benefit from the interrelationships of the triple bottom line of sustainability: mission, environment, and community."

– R. L. Brownlee, Acting Secretary of the Army

– Peter J. Schoomaker, General, United States Army, Chief of Staff

Secretary of the Army Priorities FY06-07

- Soldiers and their families
- Land Forces required to win the Global War on Terrorism
- Transformation
- Leadership
- Major Acquisition Programs
- Financial Resources
- Partnerships and Relationships

Quality of Life

Grow Adaptive Leaders

Enable the Force

Capabilities

Sustain the Force

Relevant, Ready Landpower

Train & Equip

The Purposes of the ASE are to:

- Strengthen the Army contributions to **Joint operational capability**
- Meet current and future **training, testing, and other mission** requirements
- Improve our ability to **operate installations**, to include growing **Joint interdependency**
- **Reduce costs** and **minimize impacts** so the Army can do more, and do it better
- **Enhance human health, safety, and well being**
- Be an **active citizen within our communities**, as well as a good neighbor

"Sustain the Mission – Secure the Future"

Sustainability
Army Strategy for the Environment

- **Army Environmental Program is transforming**
- **Vision: long-term sustainability**
- **Supports Army in all missions**
- **Applies to all Army units, organizations, personnel, suppliers, support and partners.**

OUR GOALS

- **Foster a sustainable ethic**
- **Strengthen Army operations**
- **Meet test, training and mission requirements**
- **Minimize impacts and total ownership costs**
- **Enhance Well-being**
- **Drive Innovation**

"Triple bottom line" – Mission, Environment, Communities.

"Sustain the Mission – Secure the Future"

Secretary of the Army Priorities

- Soldiers and their families
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- Major Acquisition Programs
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Army Strategy for the Environment

- Foster A Sustainability Ethic
- Strengthen Army Operations
- Meet Test, Training, And Mission Requirements
- Minimize Impacts and Total Ownership Costs
- Enhance Well Being
- Drive Innovation

ASE Supports Army Priorities

"Sustain the Mission – Secure the Future"

Public Involvement Helps Us Meet Our Goals

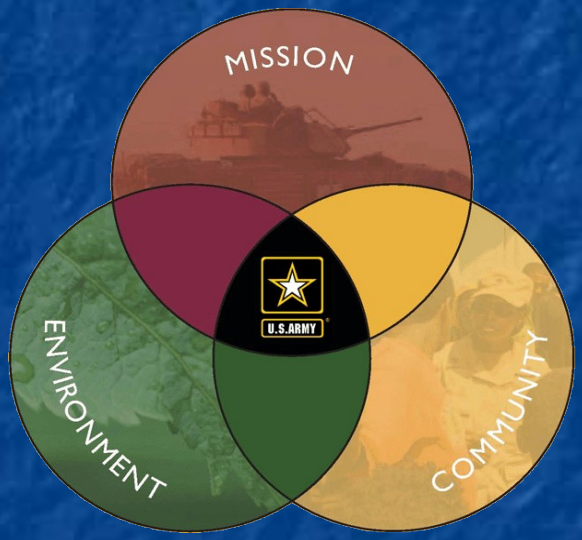
- Foster a Sustainability Ethic
  - Education and involvement of INTERNAL and external stakeholders
  - Transparency must be part of the ethic
- Strengthen Army Operations
  - Deployment Implications
- Meet Test, Training and Mission Requirements
  - Active collaboration with communities to create buffers/resolve other issues
- Minimize Impacts and Total Ownership Costs
  - Incorporate Environmental Management Systems (EMS) principles and practices into training, public affairs, and outreach programs
- Enhance Well-Being
  - Incorporate issue of environmental justice into training and public affairs programs, and likewise stress its importance in the Army's public involvement policy
- Drive Innovation
  - Develop partnerships with other government agencies, the private sector, academia, and international organizations to further leverage the science and technology base

IV.

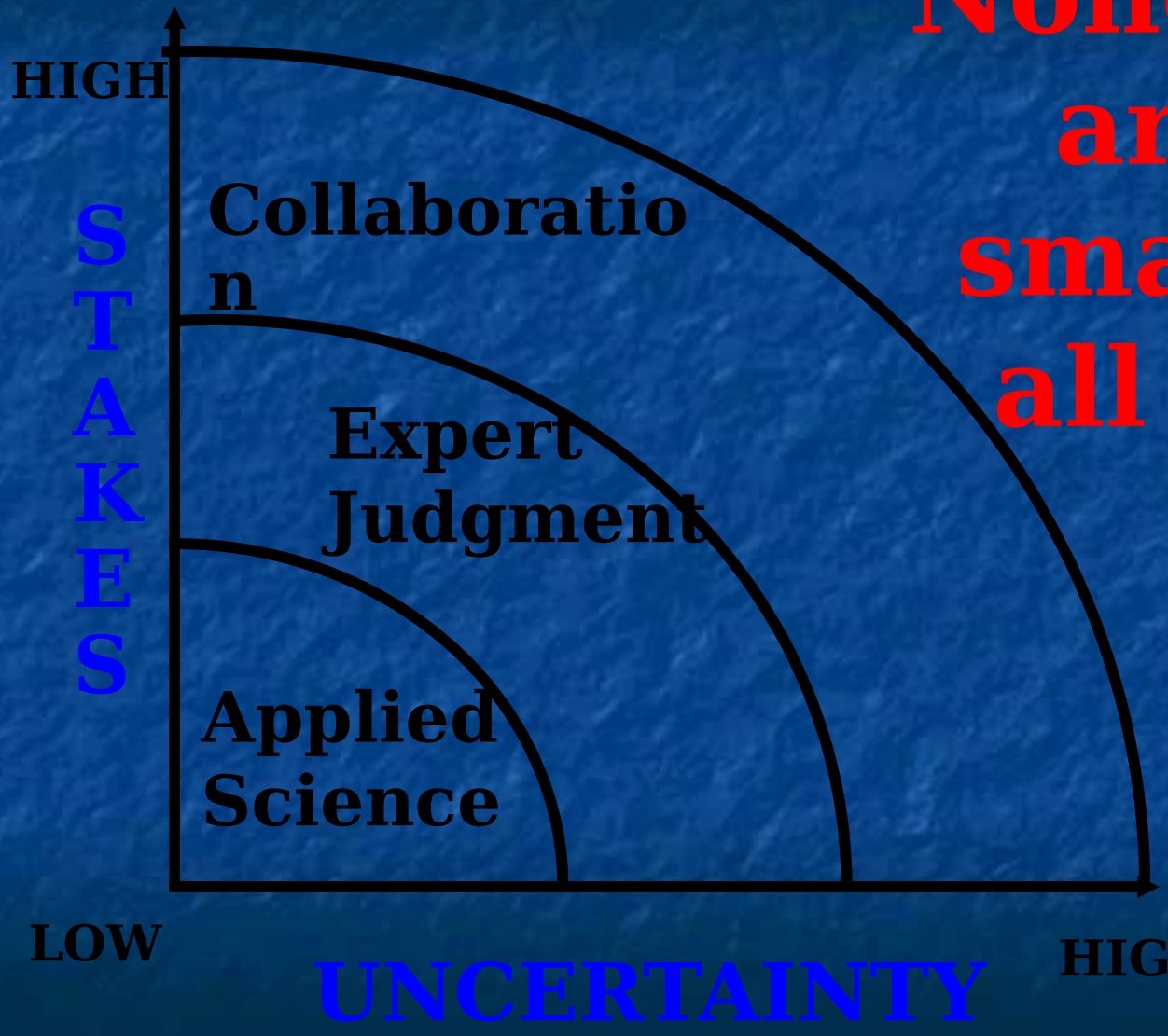
4 Cs

The 4C Concept
COMMUNICATION
COORDINATION
CONSULTATION
COLLABORATION
"We will strengthen and build new community partnerships to achieve sustained and sound environmental stewardship through Communication, Coordination, Consultation, and Collaboration." – Army Strategy for the Environment

Why Collaborate?



- Reach effective solutions by considering a variety of viewpoints
- Gain access to useful info not currently available to the Army
- Develop a wider range of choices
- Foresee potential problems
- Give stakeholders a say in issues that impact them
- It’s the right thing to do!



None of us are as smart as all of us

V.

Principles of Information

It is the policy of the Department of Defense to make available timely and accurate information so that the public, Congress and the news media may assess and understand the facts about national security and defense strategy.

Requests for information from organizations and private citizens will be answered in a timely manner. In carrying out the policy, the following principles of information will apply:

Information will be made fully and readily available, consistent with the statutory requirements, unless its release is precluded by current and valid security classification. The provisions of the Freedom of Information Act will be supported in both letter and

Information will be withheld only when disclosure would adversely affect national security or threaten the safety or privacy of the men and women of the Armed Forces.

The Department's obligation to provide the public with

Maximum Disclosure – Minimum Delay!

“Army leaders are seeking to innovate radically. They want to move beyond incremental improvements to transformational changes. They continue to identify and test the best practices in industrial and commercial enterprises, the other Services, and foreign military establishments. They review history for insights and cautions. Consistent with security, they share information and ideas across organizational, public, private, and academic boundaries.” -- FM-1

The Army Must Change How It Communicates

- "Learning organizations operate in the sunshine, sharing their work with a broad network and rapidly processing feedback as it is received. They actively seek views and suggestions from industry and intelligentsia, private citizens and politicians, thereby creating a constructive, two-way communication process."

  BG David A. Fastabend
  TRADOC Futures Center
  Adapt or Die

- "We have a rich opportunity before us to change the way the Army communicates..... A culture of insular communications must be replaced by a culture of active engagement."

  Brig. Gen. Vincent Brooks, Chief of Public Affairs, U.S. Army

USACE Communication Principles

- Listen to all constituencies both inside and outside USACE.
- Communicate early, clearly, completely, honestly, accurately and often.
- Incorporate communication as an integral part of the PMBP.
- Be accessible to all constituencies and respond promptly without censorship or misinformation.
- Proactively inform the public and others about the Corps.
- Do what we say we will do.

The Corps is …

- One Team: Relevant, Ready, Responsive, Reliable
- “Collaboration is a big part of our vision…. We do not develop solutions in isolation; we work with local stakeholders to develop solutions. And we collaborate with private firms and partners to get the job done.”
  - Lt. Gen. Carl A. Strock, Chief of Engineers

VI.

Public Involvement

A Leadership Responsibility

- FM 22-100: “Leadership is influencing people---by providing purpose, direction, and motivation.”
- Public Involvement requires purpose: Include stakeholders in our decision-making processes and listen to their input to give them a reason to become involved in a positive way.
- Public Involvement requires direction: Communicate goals, objectives, and metrics.
- Public Involvement requires motivation: Create an organizational climate that encourages communication with and strives to understand its stakeholders in order to overcome impasses of diverse interests.

The "old" vs. "new" leadership

Old Mindset about Stakeholder Value	New Mindset about Stakeholder Value
It's not a core business issue	It's part of the core business target
It's a cost center	It's a source of innovation, profit & growth
It's a project for EHS specialists	"I own it"
I'm a victim (of the media, of NGOs,…)	I'm responsible for stakeholder perceptions
I'll deal with it if I'm forced	I choose it because I see its value
It's us vs. them (company vs. stakeholders)	It's us *and* them
Not part of short-term financial results	Both near- and long-term results are needed
It's an issue-by-issue problem	It's a whole system opportunity

Source: Laszlo, C., Sherman, D., Whalen, J. & Ellison, J. (2005). Journal of Corporate Citizenship, Issue 20.

Public Involvement Philosophy

- It’s everybody’s job
- Works best at local level
- Includes dialogue, which must occur early in the process
- It’s NOT talking “to” people, but requires active listening – seeking to understand and recognizing value of others’ opinions

When working with the public …

- What you say needs to be:
  - Sincere
  - Clear
  - Delivered in terms people understand – try saying “we” instead of “you”
  - Perceived to be sincere
  - What people want to know, not just what YOU THINK they need to know

When working with the public …

- Remember who the boss is
  - It’s The Public

  Respect them and treat them the same as you would the person signing your evaluation

Always remember …

- Use COKE
  - Commitment
  - Openness
  - Knowledge
  - Empathy

Otherwise you may be perceived as a lazy, lying, dumb jerk – a government bureaucrat

Reality

- You'll probably never get 100 percent agreement
- There are not enough resources
- You'll have to temper individual desires against those of the whole
- Conflict is the rule – not the exception
- There are no easy answers

Your challenges

- Explain upfront the public's role
  - Don't build false expectations – show timelines and financial realities visually
  - Tell them what has been decided
  - Tell them what is open for discussion – why or why not
  - Tell them how decisions will be made
  - Tell them how their input will be used

An ideal public involvement program …

- Helps the Corps achieve sustainability
- Is supported and led by leadership at all activity levels
- Has staff at all levels trained in communication skills
- Promotes active participation from diverse groups
- Is part of how we do business

10 Biggest Mistakes

- 1. Make the PAO your only public face
- 2. Ignore the media/community
- 3. Don’t correct errors
- 4. Shoot from the hip
- 5. Wait for the problem to go away

10 Biggest Mistakes (con't)

- 6. Make pronouncements
- 7. Listen ONLY to your lawyers
- 8. Focus inward
- 9. Wing it on media interviews
- 10. Don't trust other employees with important information

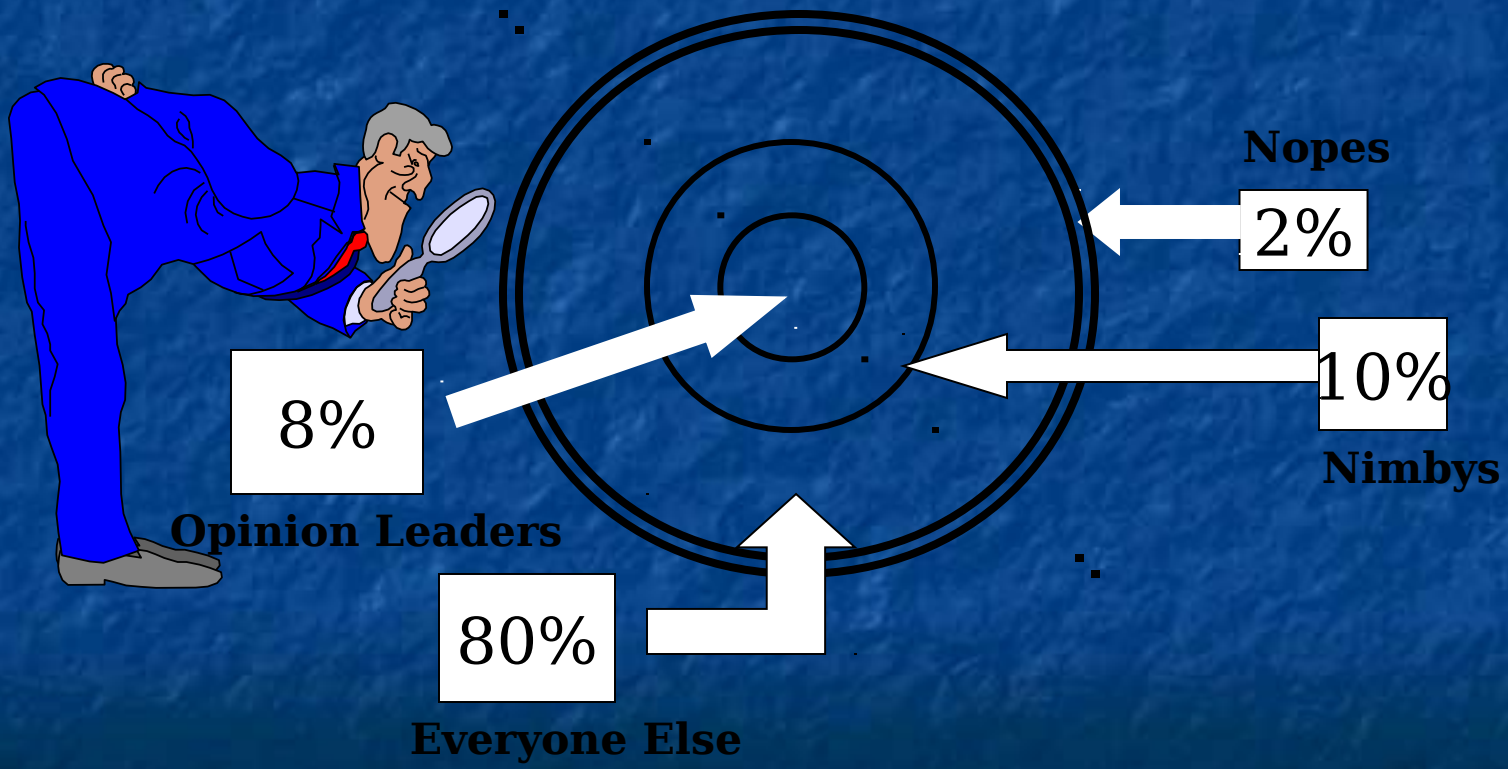
10 questions to ask

- Why are we communicating?
- Who is our audience?
- What do they want to know?
- What do we want to get across?
- How will be communicate?

10 questions to ask (con't)

- How will we listen?
- How will we respond?
- Who will carry out the plans? When?
  - What problems or barriers have we planned for?
- Have we succeeded?
  - Rutgers University Center for Environmental Communication, 1966

Concentrate on the Eight Percent



VII.

Public Involvement

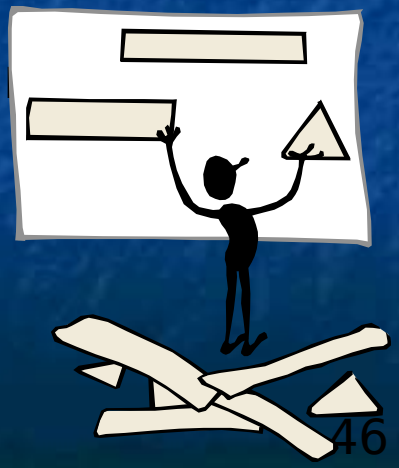
The Definition

Public involvement encompasses the full range of activities the Army uses to engage the American people in its planning and decision making processes. It is a progression of activities that moves beyond one-way communication to collaboration, coordination, and consultation with stakeholders.

Public Involvement

Seven Steps for Effective Public Involvement

- Step One: Plan and budget for public involvement activities.
  - Include resources to research, conduct and evaluate public involvement activities.
  - Know what is required by law and what it will cost.
  - Know what is required to do the job effectively.
  - Determine the best method and the costs associated with commu with the affected public.
  - Restoration Advisory Board and technical assistance costs.



Public Involvement

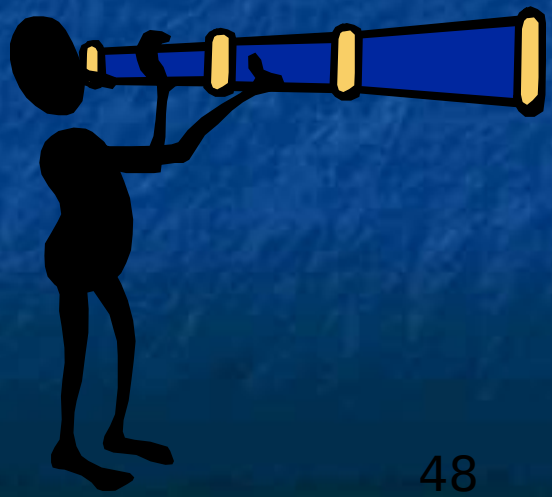
Seven Steps for Effective Public Involvement

- Step Two: Identify Interested & Affected Publics.
  - Identify groups or individuals who because of their location, purposes, or activities may be affected by an upcoming action.
  - Develop a contact list for each major project. Add those who ask to be added. Protect privacy.
  - Become familiar with history and issues.
  - Identifying the interested and affected public is a cornerstone of effective public involvement.

Public Involvement

Identify Publics and Stakeholders

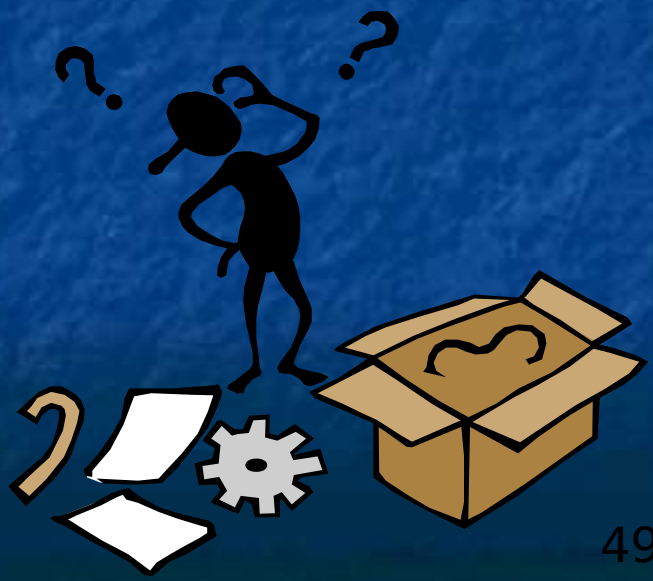
- Familiarize yourself with the community and its history.
- Contact community groups, local leaders and officials, regulatory agencies, and environmental organizations.
- Look at past decision documents.
- Look at local directories and public records.
- Contact people that hold all views.
- Remember diversity.
- Search for the people who may not be readily visible.



Public Involvement

Seven Steps for Effective Public Involvement

- Step Three: Consider technical assistance.
  - Used to help stakeholders understand complex technical issues.
  - If the stakeholders can't understand the technical issues, they may fill that void with rumor, generalization, and animosity.
  - Understanding directly affects people's perception of risk.



Public Involvement

Seven Steps for Effective Public Involvement

- Step Four: Provide information effectively.
  - Provide consistent information in a timely manner.
  - Make the information easily accessible.
  - Make the information understandable.
  - Use risk communication methodology.

Public Involvement

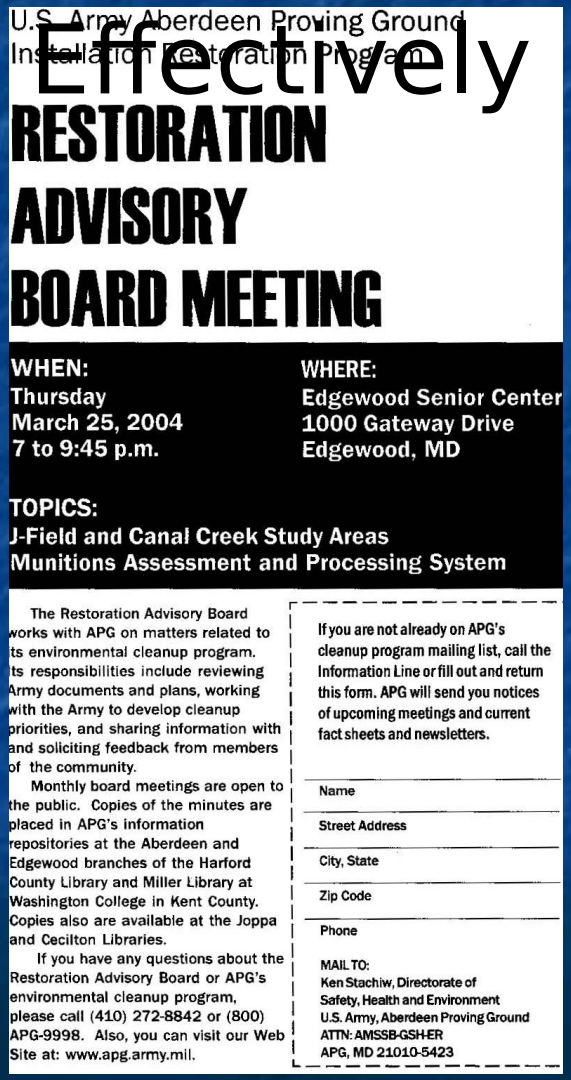
Potential Activities

Public Meetings	1-800 Hotlines	Web Sites
Teleconferences	Poster Sessions	e-mails
One-on-one meetings	Surveys	Editorial boards
Information exhibits	Site Tours	Newsletter
Community workshop conferences	Direct mailing	News
Radio and talk shows	Videos/DVDs	Fliers
Fact Sheets	"Ask the Expert"	Q and A sessions
Breakfast, lunch, or dinner sessions		

Public Involvement

Provide Information

Effectively



U.S. Army Aberdeen Proving Ground
Installation Restoration Program

RESTORATION ADVISORY BOARD MEETING

WHEN:
Thursday
March 25, 2004
7 to 9:45 p.m.

WHERE:
Edgewood Senior Center
1000 Gateway Drive
Edgewood, MD

TOPICS:
J-Field and Canal Creek Study Areas
Munitions Assessment and Processing System

The Restoration Advisory Board works with APG on matters related to its environmental cleanup program. Its responsibilities include reviewing Army documents and plans, working with the Army to develop cleanup priorities, and sharing information with and soliciting feedback from members of the community.

Monthly board meetings are open to the public. Copies of the minutes are placed in APG's information repositories at the Aberdeen and Edgewood branches of the Harford County Library and Miller Library at Washington College in Kent County. Copies also are available at the Joppa and Cecilton Libraries.

If you have any questions about the Restoration Advisory Board or APG's environmental cleanup program, please call (410) 272-8842 or (800) APG-9998. Also, you can visit our Web Site at: www.apg.army.mil.

If you are not already on APG's cleanup program mailing list, call the Information Line or fill out and return this form. APG will send you notices of upcoming meetings and current fact sheets and newsletters.

Name

Street Address

City, State

Zip Code

Phone

MAIL TO:
Ken Stachiw, Directorate of
Safety, Health and Environment
U.S. Army, Aberdeen Proving Ground
ATTN: AMSSB-GSH-ER
APG, MD 21010-5423

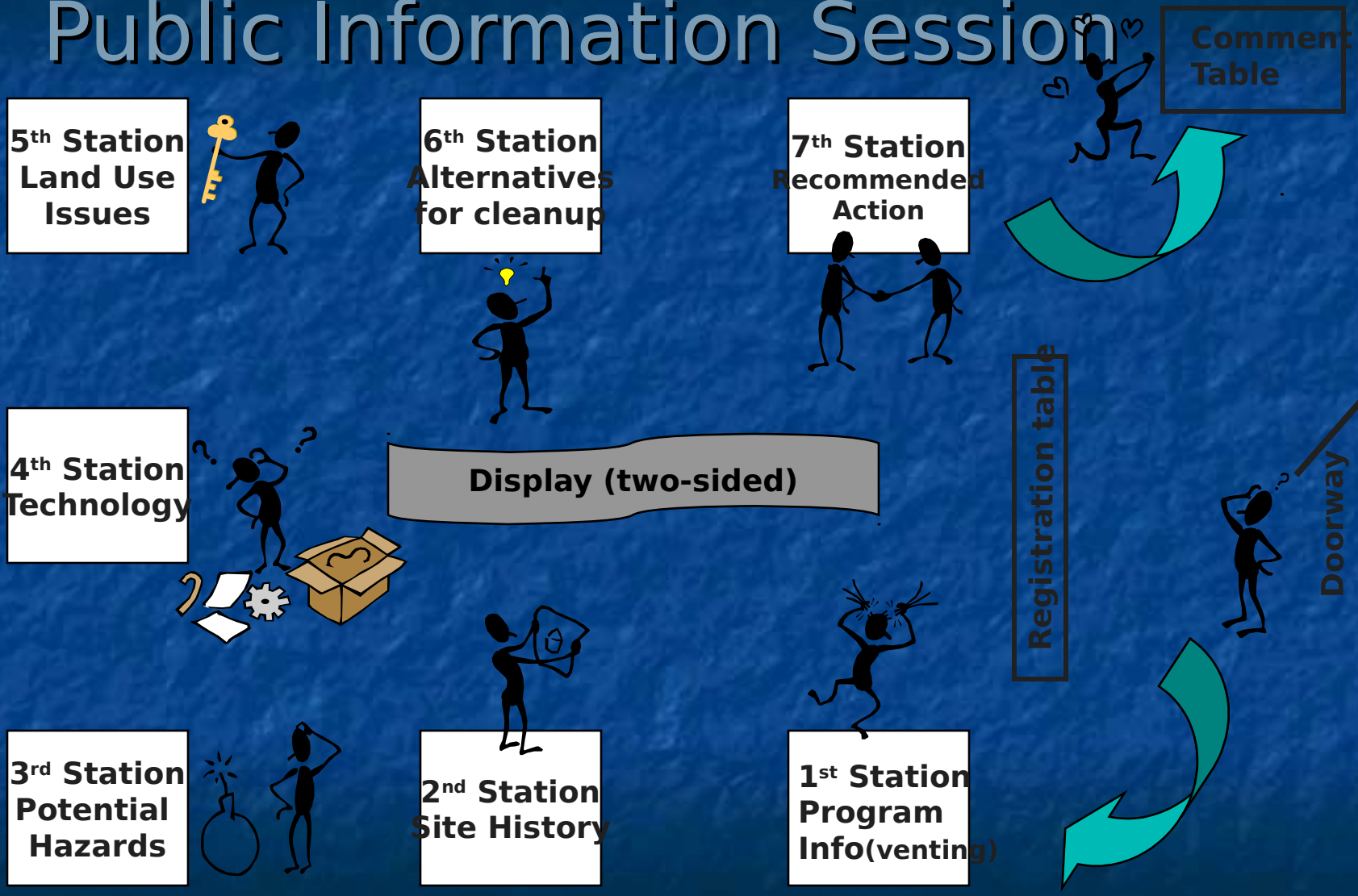
Public Involvement

Seven Steps for Effective Public Involvement

- Step Five: Conduct public consultation and involvement.
  - Provide for the exchange of views and open discussion of issues, alternatives, and consequences.
  - Conduct public involvement at times and places that enable affected and interested people to participate.
  - Hold events during hours that allow people of all schedules to attend.
  - Accommodate the handicapped.

Public Involvement

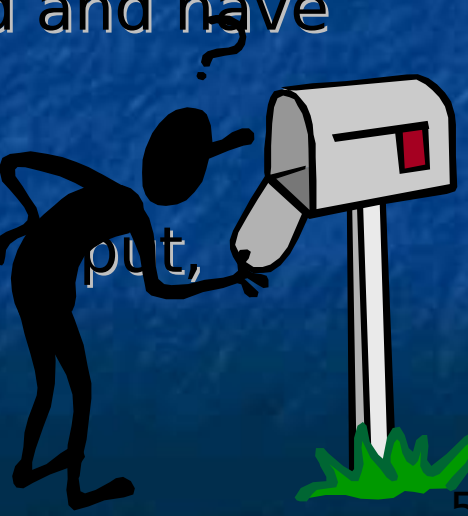
Public Information Session



Public Involvement

Seven Steps for Effective Public Involvement

- Step Six: Use the input and provide feedback.
  - Analyze concerns, opinions, and data provided.
  - Consider incorporate of viewpoints.
  - Document that you understand and have considered feedback.
  - Tell participants and interested parties how you used the input, or why you didn't.



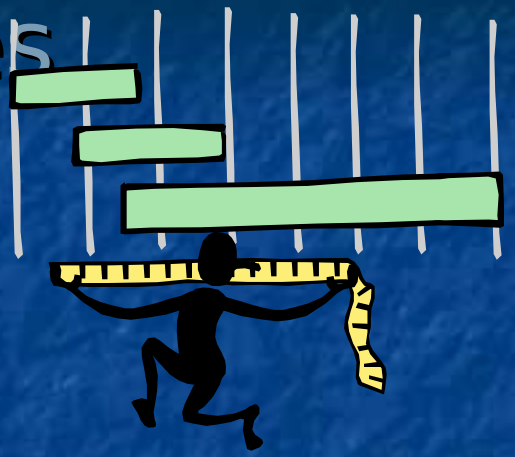
Public Involvement

Seven Steps for Effective Public Involvement

- Step Seven: Evaluate public involvement activities.
  - Try to determine your effectiveness. Don't assume.
  - Ask stakeholders formally and informally.
  - Document that you have considered feedback.
  - Correct your process based on your feedback.

Public Involvement

Evaluation Activities



- Media content analysis
- Feedback (anecdotal)
  - Both internal and external
  - Community leaders, community groups, commanders, union, family members
- Focus groups: small groups of stakeholders used to address specific issues
- Restoration Advisory Board comments
- Formal surveys both oral and/or written

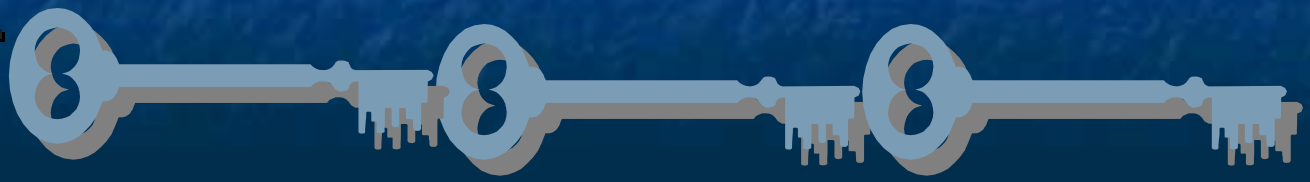
Public Involvement

For Effective Public Involvement

Public Involvement

Keys to Communication

- Perception equals reality.
- Successful communication requires trust plus credibility.
- Communication requires skill.



Public Involvement

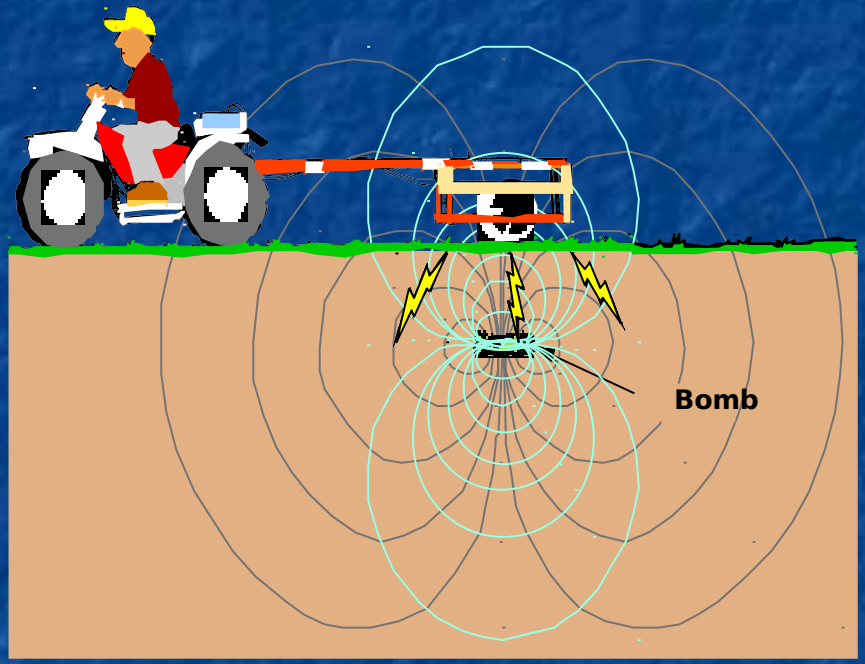
Technical Jargon and Acronym Soup

- We must communicate effectively!
  - Technical jargon and acronyms are used in all types of specialty fields.
  - They speed communication among knowledgeable "insiders" but hinder communication to everyone else.

Public Involvement

Technical Jargon and Acronym Soup

- "We are conducting an electromagnetic investigation of subsurface ferrous anomalies."
- That is to say, "We are using a sophisticated metal detector to search for bombs hidden beneath the surface of the ground."



Public Involvement

Technical Jargon and Acronym Soup

- Even common words for us, used in a different context, can be misunderstood. For example:

Plume: The distribution of a contaminant in a certain type of medium

Or, a colorful feather

Sweep: A search for UXO

Or, cleanup with a broom

What are fugitive emissions?

Fort Belvoir Privatized Housing

A.k.a. - "The Army vs. the Little League"

Lessons learned:

- Communication is ongoing
- Engage early and often
- Once one side has taken the cause to the media, it's hard to find common ground
- Environmental issues pop up everywhere

Keep it local

- The same message doesn’t apply to all
- Identify target audiences
  - Spend time with them
  - Match audience with a message

  Get to know the people who talk…

  (movers/shakers)

  Then walk their talk

  Media becomes engaged when focus is on a local problems

What is “Newsworthy”?

- Project significance
- Changes being made
- Unusual, unexpected, contradictory activities
- Something people need to know
- Something people would like to know
- One of a trend
- Unintended impact
  - Being “newsworthy” doesn’t mean it will make the news

Dealing with the Media

- Quick lesson how to handle
- Get three solid messages
- Come up with the 5 best questions reporters can ask and the 5 worst
  - Then develop your SHORT answers and bounce them off people around you, preferably those who don’t know the issue

Dealing with the Media

- Why do it?
  - Effective way of reaching the community
  - The public funds your programs – public has right to know what we're doing and why
  - Understanding = support
  - Opportunity to deliver message and provide time-critical information
  - Opportunity to set the record straight

Dealing with the Media

- Two objectives:
  - Deliver your message
  - Tell the truth
- Don’t talk to reporters without first talking to your Public Affairs Office

Media Training Techniques

- Good for all types of media as well as press conferences, public meetings
- Will it be live or taped, when will it run?
- Why is the reporter interested?
- What are the 15 most important words you can tell the community about the issue?

Media Training Techniques (con't)

- Frame your answers in terms of people, not statistics
- Always try to make your Mom proud

How to Approach Interviews

- Business deal – mutual gain for you/reporter
- Remember the one station everyone is plugged into – WII-FM – call letters for What's In It For Me?
- Make sure you can provide facts, figures, quotes in plain English and access

Five Steps to Effective Interviews

- Get the details first – **5 W's** and **1 H** – **w**ho, **w**hat, **w**here, **w**hen, **w**hy and **h**ow
- Get the questions – "Tell me what you need, what's your story about?"
- Develop your messages – short, jargon-free sound bits and facts to support them … visuals, if time

5 Steps to Effective Interviews (con't)

- Do the interview – TV, it's more how you look
- Review and Improve – Learning Organization – Accept a balanced story/report – Correct blatant errors

Remember …

- When doing an interview, you are talking to the public – your friends, neighbors, family. They need to understand your messages and why they should be concerned about your project.
- If there's something the community can do to help, tell them – gets them involved and helps them take ownership

Remember ...

- Target your messages to areas that most directly affect people:
  - Health and safety
  - Economic security
  - Protection of property values
  - Peace of mind
  - Pride in community
  - Absence of conflict

Media Tips

- Trust is key
- Talk from the heart
- Tell the truth
- Tell it simply – it's all about people, make sure they understand what you're saying, no jargon or acronyms
- Better to say "I don't know" than to wing it – will get you in trouble every time

Difficult Questions/Statements

- Will you guarantee me that ….?
- Why should I trust you?
- Why did you lie about …?
- Promise us that will never happen again.
- Your policy/plan is wrong!
- Where do you live? For how long?
- You don’t care!
- You purposely designed the levees so they would fail and hurt the poor.

Risk Commo Tips/Techniques

- Understand and value people's perceptions about risks
- Recognize your words and actions have an impact on perceptions
- Deal with emotions first
- Recognize and address perceptions
- Trust and credibility come before facts
- Convey clear and effective messages
- Follow through

Scenario

- Employees have heard rumors that your district is going to be relocated 2,500 miles away or possibly closed completely. Many employees have expressed concern about relocating and/or losing their jobs. The relocation details have not been finalized, but the tentative timetable is one-to-two years. How will you approach this process while maintaining morale and preventing a mass exodus?

Risk Communication Fundamentals

Defining Risk

- Technical expert's definition
  - Hazard + probability = risk assessment
  - Relies upon research and statistics
  - Characterized by health risk assessments
- Public's definition
  - Consequences of hazards
  - Individual feelings about likelihood that something bad will happen to them.
  - I am the "one in a million."

What Is Risk Communication?

Actions, words, and other messages, responsive to the concerns, values and agendas of the information recipients, intended to help people make informed decisions about threats to their health and safety.

"Closing the Gap"

What Is It? – Another Definition

Risk communication is the process of building, maintaining, and repairing relationships with stakeholders on issues. This requires significant communication skills.

History

- Study of risk communication emerged in the 1970's.
- Research evolved from the medical community's unsuccessful physician-patient interactions.
- Social science researchers began studying perceptions of a variety of risks (medical, chemical, nuclear, biological).

History

- Researchers found that people view risk based on their perceptions.
- Perceptions are intuitive.
- People weigh risk based on several factors.

How the Public Views Risk

Less Risky

- High Trust in Source
- Voluntary
- Individual Control
- Familiar
- Clear Benefits
- Fair
- Naturally Occurring
- Affects Everybody
- Not Dreaded
- Chronic
- Positive Historical Associations

More Risky

- Low Trust in Source
- Involuntary
- No/Little Control
- Unfamiliar
- Benefits Unknown
- Unfair
- Created by Humans
- Affects Children
- Dreaded
- Catastrophic
- Negative Historical Associations

Why Do It?

Why Is It Difficult?

How Do I Apply Risk Communication?

- As a strategic process in planning communication
- During interpersonal communication with individuals and their families

To Be an Effective Risk Communicator You Must. . .

- Understand and value individual perceptions about risk.
- Recognize that your words and actions have an impact on perceptions.
- Build trust and credibility with stakeholders.
- Recognize that communication is a skill.

Risk Communication Exercise

Generic Groupings of Questions/Statements

Learning Objective:

- Learn just one of the key communications skills in Risk Communication.
- Learn how to prepare, plan and practice for difficult questions or statements from any stakeholder (except the media) on any issue using a generic grouping approach.

Generic Categories of Questions and Statements

1. Ventilation – A highly negative emotional state/anger
2. What's the question or statement?
3. Rude but briefly acceptable
4. Negative allegations – not true
5. Negative allegations – true

Generic Categories of Questions and Statements

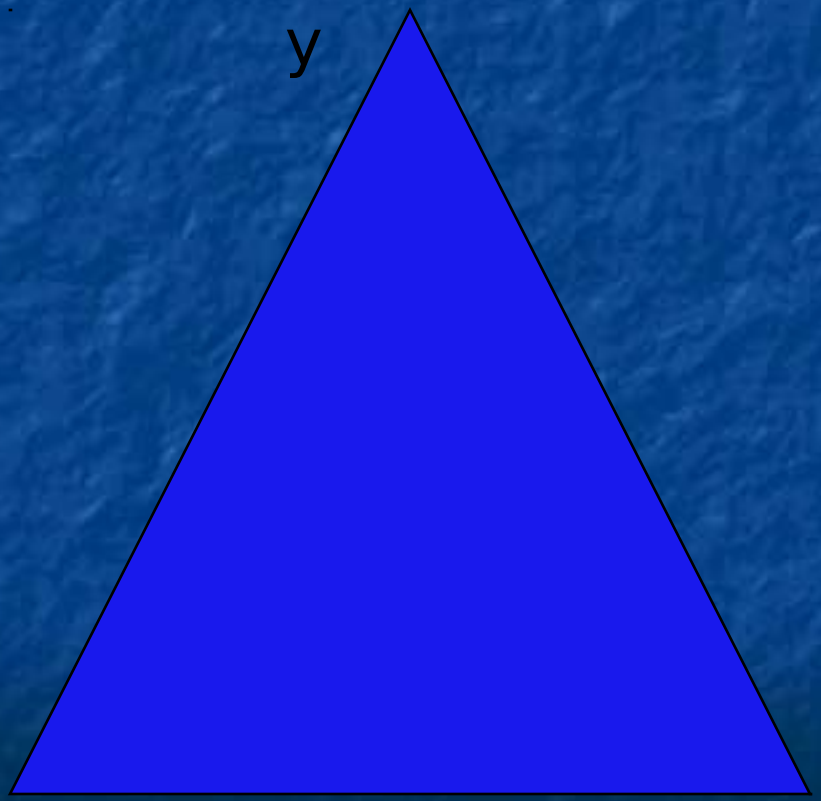
6. Guarantee/100% assurance/no risk acceptable
7. Fairness questions
8. The setup question or statement
9. Personal interest that’s not relevant (in group discussions)
10. Policy
11. Factual questions – What? Who? When? Where?

Responding to Tough Questions

1. Allow ventilation/anger – up to a point
2. Listen to determine the underlying concern
   - Paraphrase off of previous questions
   - A “How can we…?” response
3. Indicate that you care where they are coming from Be empathetic
4. Make your point/conclusion/sound bite
5. Provide facts that support your conclusion
6. Discuss next steps – include “when”

Messaging and Skills Development

Elements of Successful Risk Communication



Effective Risk Communication Messages

- Consider the objective of the message
  - Persuade/convince
  - Inform/educate
  - Motivate to action

Components of a Good Key Message

- Must address underlying concern
- Short – 5 to 25 words (sound bites)
- Positive
- Understandable
- Effective through repetition
- Memorable
- No jargon and limited use of numbers
- Part of a good story

Message Template

- Connecting /empathy statement
- Conclusion
  - Fact #1
  - Fact #2
  - Fact #3
- Conclusion
- Future Action

Know How and When to Use Numbers

Frequently are not comprehensible in size or relative terms, including:

- Quantities
- Concentration
- Large probabilities
- Acceleration factors

Know How and When to Use Numbers

- Be aware of the numerator effect
- Conception of the magnitude diminishes rapidly with each added zero
- Relate numbers to something familiar
- Try to avoid negative terms, e.g., deaths per “x.”
- Pre-test messages with stakeholders or surrogates

Organizing Information

95% of people choose to organize information into a story as opposed to using other organizing structures.

People make sense of new information by creating a story with the facts, evidence, witnesses, and events.

Credibility as a Communicator

Perceptions of your personal credibility are influenced by whether you seen as:

- Caring/ empathetic
- Competent in your field
- Dedicated and committed
- Trustworthy and honest

Credible Communicators

- Excellent eye contact
- Effective non-verbals
- Active listeners
- Professional appearance and demeanor
- Track record of honesty
- Third party endorsements

Nonverbal Communication

- More important than words
- More memorable than words
- More noticeable than words

Some Basics with the Body

- Lean in
- Maintain eye contact
- Square up
- Be aware of personal space
- Open arms and hands
- Mirror space and angle

Applying Risk Communication

Applying Risk Communication:

In your breakout group, discuss the case study provided. Identify and list three stakeholder groups that might have an interest in the issue. Develop three tough questions that might be raised about this case. Prepare to brief the class.

Tools for Communicating

- News releases
- Statements
- Fact sheets
- On-site interviews
- Media briefings
- Door-to-door visits
- Community meetings
- Website
- Hotlines/ Information lines

For Additional Information:

- Contact Jennifer Lynch:

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  Or by phone:

  (410) 436-8147

- US Army Center for Health Promotion and Preventive Medicine:

http://chppm-www.apgea.army.mil/risk

Multi-Mission Sensor Test

a.k.a. “The Egg White Bomb”

Lessons Learned:

- The earlier PAO is involved the better
- Don’t take anything for granted
- Local support is everything
- Leadership plays a huge role in sensitive situations
- Concerned citizens are more dramatic when TV is running

https://www.asaie.army.mil/pitoolbox